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RESULTS OF THE GENERAL ASSEMBLY'S CONSIDERATION OF THE RECOMMENDATIONS OF THE UNITED NATIONS TASK FORCE

Report of the Secretary-General on environment and human settlements, presented to the General Assembly at its fifty-third session

Note by the Executive Director

1. The Executive Director has the honour to circulate herewith, for the information of participants in the twentieth session of the Governing Council, the report of the Secretary-General on the environment and human settlements, which was presented to the General Assembly at its fifty-third session as document A/53/463. For technical reasons, the document has been reformatted for circulation to the Governing Council; the text and paragraph numbering, however, remain identical to that of the report submitted to the General Assembly.

2. The annex to the report of the Secretary-General – the report of the United Nations Task Force on Environment and Human Settlements – is before the Council as document UNEP/GC.20/INF/3.

* UNEP/GC.20/1.

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Annex

REPORT OF THE SECRETARY-GENERAL ON ENVIRONMENT AND HUMAN SETTLEMENTS

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I. Introduction

1. The report of the Secretary-General entitled "Renewing the United Nations: a programme for reform" (A/51/950) was the result of a thorough review of the activities of the United Nations with the objective of identifying ways in which the United Nations could more effectively and efficiently meet the challenges that lie ahead as we enter the new century and a new millennium. The report noted, however, that reform is not an event but a process, and that although the proposals made are important for the ways in which they would produce a stronger, more resilient and more flexible United Nations in the short term, they are also important for the general direction they would impart for the future evolution of the Organization.

2. An important aspect of the work of the Organization that was addressed by the report was the area of "Environment, habitat and sustainable development". The report reviewed the experience and achievements of the United Nations in this area, and noted that of all the challenges facing the world community in the next century, none will be more formidable or pervasive as the attainment of a sustainable equilibrium between economic growth, poverty reduction, social equity and the protection of the Earth's resources, common and life-support systems. The report also noted that the General Assembly, at its nineteenth special session, had emphasized the difficulties and divisions that continue to impede progress towards agreement on the cooperative measures required to deal with these issues and to ensure enforcement of existing agreements.

3. The report further reviewed developments since the United Nations Conference on Environment and Development (UNCED), including the proliferation of new actors in the field and their expanding participation in United Nations forums; the emergence of the Commission on Sustainable Development as an important policy forum; augmented environmental capacities in United Nations organizations; the transition to a predominantly urban world; and the disappointing response to the needs of developing countries for new and additional resources. The report concluded that this experience demonstrated the need for a more integrated systemic approach to policies and programmes throughout the range of United Nations activities in the economic and social field through mainstreaming the Organization's commitment to sustainable development. This would require closer cooperation and interaction between the United Nations Environment Programme (UNEP) and the United Nations Centre for Human Settlements (Habitat), and between both entities and other departments, funds and programmes in the economic, social and development areas.

4. The report reaffirmed the role of UNEP as the environmental voice of the United Nations, and that high priority must be given to according it the status, strength and access to resources it required to function as the environmental agency of the world community, as confirmed by the Nairobi Declaration adopted by the nineteenth session of the UNEP Governing Council. The report emphasized the need to strengthen UNEP's role as the focal point for harmonization and coordination of environment-related activities, and noted that the Secretary-General intended to lend his full support to that process. It was considered timely to take immediate steps to strengthen UNEP and Habitat, while considering the fundamental changes that might be required to clarify and focus their structures and functions within a reformed United Nations and to revitalize political and financial support for them.

5. In order to initiate this process, action 12 of the Report provided that the Secretary-General, in consultation with Governments, the Executive Director of UNEP and the Executive Director of Habitat, would develop new measures for strengthening and restructuring the two organizations, based on General Assembly resolution 2997 (XXVII) and 32/162, and taking into account the decisions and recommendations of the Governing Council of UNEP and the Commission on Human Settlements, and would make recommendations to the General Assembly at its fifty-third session.

II. United Nations Task Force on Environment and Human Settlements

6. In order to initiate the process of preparing recommendations for the fifty-third session of the General Assembly, the Secretary-General established the Task Force on Environment and Human Settlements under the chairmanship of the Executive Director of UNEP. The Task Force was composed of 21 eminent persons, including ministers, senior government officials, senior United Nations officials and non-governmental organizations representatives. Its terms of reference included a review of current structures and arrangements through which environmental activities are carried out within the United Nations to evaluate the efficacy of those arrangements and make recommendations for such changes and improvements required to optimize the work and effectiveness of the United Nations environmental work, as well as the work of UNEP as the leading environmental organization. The proposals were to be prepared for the consideration of the Secretary-General and subsequent submission to the General Assembly.

7. The Task Force met four times, and delivered its report to the Secretary-General on 15 June 1998; the report of the Task Force, including its composition and terms of reference, is contained in the annex.

8. The recommendations of the Task Force report represent the completion of another important step in the overall reform of the United Nations, as well as the beginning of a process designed to equip the United Nations to concretely address the pressing environmental and sustainable development problems currently facing the international community. In making its recommendations, the Task Force proceeded on a commonly shared conviction that the institutional fragmentation and loss of policy coherence as a result of the number of separate environment-related intergovernmental processes had resulted in a loss of effectiveness in the work of the United Nations in the area of environment and human settlements. The Task Force examined the existing organizational arrangements within the United Nations to determine how they might be changed to better meet international environmental and human settlements challenges, and how existing United Nations structures and arrangements could be optimally redesigned to deal with the problems that will concern the international community in the coming decades. The Task Force derived its overall guidance from the conviction of the Secretary-General, as expressed in his 1997 reform report, that the United Nations must take the lead in building a new international system through greater unity of purpose, greater coherence of efforts, and greater agility in responding to an increasingly dynamic and complex world.

9. The main findings of the Task Force are reflected in 24 recommendations contained in seven sections on:

(a) Inter-agency linkages;

(b) Linkages among and support to environmental and environment-related conventions;

(c) UNEP, Habitat and the United Nations Office at Nairobi;

(d) Information, monitoring, assessment and early warning;

(e) Intergovernmental forums;

(f) Involvement of major groups;

(g) Future initiatives.

10. The recommendations are designed to enhance coordinated action by the United Nations and begin the process of improving overall policy coherence, and represent the sum of measures that, in the view of the Task Force, must be taken to revitalize the work of the United Nations in the environment and human settlements in the short term. Similar to the approach of the initial proposals of the Secretary-General on reform, the recommendations require decisions and measures to be taken at different levels, i.e., both at the Secretariat level and at the intergovernmental level. The recommendations are spelled out in detail, together with their underlying rationale, in the report of the Task Force (see annex). However, they are summarized briefly below, clustered according to the level at which the decisions have to be taken.

III. Recommendations for action at the Secretariat level

A. Inter-agency coordination

11. Recommendation 1 of the Task Force relates to improved inter-agency coordination. In response to the perceived need for effective coordination, the Task Force recommended that the Secretary-General establish an environmental management group under the chairmanship of the Executive Director of UNEP. The group would adopt a problem-solving, results oriented approach that would enable United Nations bodies and their partners to share information, consult on proposed new initiatives and contribute to a planning framework and develop agreed priorities and their respective roles in the implementation of those priorities in order to achieve a more rational and cost-effective use of their resources. It would also provide a forum and a mechanism to enhance complementarity between the analytical and normative activities of UNEP with the operational role of the United Nations Development Programme (UNDP). As such, the group would follow the "issue management" approach outlined by the Secretary-General in his reform report. The group would be supported by Secretariat arrangements that would draw on the existing substantive capacity of UNEP and Habitat. The reports of the group could be made available to relevant intergovernmental bodies to enhance intergovernmental policy coherence. The Task Force recommended that following the conclusion of the current General Assembly session, the Secretary-General consult with members of ACC and decide on the establishment of the group.

B. Linkages among and support to environmental and environment-related conventions

12. A series of actions are recommended under recommendation 2 of the Task Force that have implications both at the secretariat and intergovernmental levels for UNEP, and are consistent with the mandate of UNEP as contained in relevant General Assembly resolutions and UNEP Governing Council decisions.

13. In pursuance of these recommendations, the Executive Director of UNEP would take action to:

(a) Base UNEP support to global and regional conventions on its capacities for information, monitoring and assessment, which should also be strengthened (recommendation 2 (a));

(b) Continue to sponsor joint meetings of heads of convention secretariats to ensure that the work programmes established by conferences of parties to conventions and the substantive support provided by UNEP are complementary, fill gaps and take advantage of synergy (recommendation 2 (b)).

14. The Task Force also recommended that the Secretary-General, through the Executive Director of UNEP, invite Governments and conferences of parties to consider the implications of operational inefficiencies and costs arising from the geographical dispersion of convention secretariats and ways of overcoming this. Further consultations among the relevant United Nations entities will be required to develop the modalities for the implementation of this recommendation, and should result in specific proposals being made to the relevant intergovernmental bodies for their consideration (recommendation 2 (d)).

C. United Nations Environment Programme, United Nations Centre for Human Settlements and United Nations Office at Nairobi

15. The Task Force recognized and emphasized the central importance of stabilizing and strengthening the Nairobi location of the United Nations. In its recommendations 3, 4, 5, 6, 7 and 8, which are intended for action by the Secretary-General and the Executive Director of UNEP and of Habitat, the Task Force has addressed, *inter alia*, security, the strengthening of the United Nations Office at Nairobi, the exploitation of the synergy deriving from the co-location of UNEP and Habitat, and the development of a financial strategy.

16. Although several of these measures can be implemented immediately, others will require further consultation with Governments or the presentation of further proposals to intergovernmental bodies. Action that can be taken immediately involves the implementation of recommendations 3, 4, 5 and 6. In this regard, the Secretary-General of the United Nations Office at Nairobi will commence a consultative process with the Government of Kenya with a view to

improving physical security, as well as recommending to heads of United Nations organizations with representation at Nairobi that they relocate their offices to the United Nations compound.

17. With respect to recommendation 5, steps have already been taken for the strengthening of the United Nations Office at Nairobi to provide common administrative services to both UNEP and Habitat. The provision of additional regular budget resources, as well as the possibility of relieving UNEP and Habitat of paying rent, is currently under positive consideration by the Secretary-General, in particular in the context of the 2000–2001 biennial budget.

18. The Secretary-General has already designated the current Executive Director of UNEP as Director-General of the United Nations Office at Nairobi, as well as acting Executive Director of Habitat, thus partially implementing recommendation 6. Further consideration will be given to the full implementation of this recommendation by the Secretary-General.

19. In recommendation 7, the Task Force proposes that UNEP and Habitat derive greater benefit from their common location in terms of administrative efficiency and programmatic synergy. It recommends that UNON be utilized to unify the administrative services of the two organizations; that common support services for information, press and library facilities be established, that the planning and implementation of the two programmes be more tightly linked given their complementarity; and that the possibility of co-locating regional offices be assessed. These recommendations constitute practical measures that can be undertaken in the short term by the Executive Director of UNEP and Habitat to make significant economies and enhance synergy. Action taken will be notified to the UNEP Governing Council and the Commission on Human Settlements, while also indicating the means through which the respective oversight and policy guidance roles of the two governing bodies will be maintained.

20. In view of the urgent need to ensure a sound financial basis for both organizations, proposals for a financial strategy will also be presented to the governing bodies of the two organizations consistent with recommendation 8.

D. Information, monitoring, assessment and early warning

21. Both organizations carry important responsibilities related to the monitoring and assessment of critical developments in their respective fields of expertise, as well as the responsibility to provide relevant and useful information for decision makers in developing countries. In addition, both must be equipped to notify Governments at an early stage of negative or harmful developments in their respective fields that require either preventive or remedial action to be taken by the international community.

22. The Task Force recognized the central importance of strengthening and focusing the capabilities of the two organizations to play an important role in servicing the information requirements of member countries. In recommendations 9 and 10, a series of measures are proposed to be carried out by the secretariats of the two organizations. The recommendations are consistent with decisions and recommendations made in the respective governing bodies of UNEP and Habitat, as well as by the General Assembly and the United Nations Conference on Human Settlements (Habitat II), and comprise the following complementary measures:

(a) High priority should be given to developing capacity in the field of information, monitoring and assessment and serving as an "environment guardian" in providing the necessary information to enable the sound stewardship of the global environment by the international community;

(b) The Earthwatch system should be reviewed and a determination made of the steps required to transform it into an effective, accessible, well advertised, science-based system capable of meeting the needs of decision makers;

(c) Intensive networking and cooperation should be undertaken with national and international partner institutions to this end;

(d) Problems, action- and result-oriented environment and human settlements indicators for sustainable development should be elaborated;

(e) Capacity should be strengthened and developed to serve as a clearing house for data and information, including information from non-governmental organizations and other grass-roots sources;

(f) A system of information, monitoring and assessment should be designed and maintained so as to maximize its ability to provide early warning of emergencies;

(g) UNEP should consider establishing a capability to identify potential environmental and related conflicts, and to provide information and analysis for the development of preventive measures.

23. All the above recommendations are complementary to existing intergovernmental guidance emanating from the UNEP Governing Council, the Commission on Human Settlements and Habitat II. In the case of UNEP in particular, the Executive Director will be preparing a report for the consideration of the Governing Council of UNEP at its forthcoming session that will elaborate his proposals further in the context of the biennial work programme of UNEP for 2000–2001.

E. Intergovernmental forums

24. The recommendations made by the Task Force in relation to intergovernmental forums have been formulated in direct response to the perception of institutional fragmentation and loss of policy coherence with the growth in the number of separate environment-related intergovernmental processes, and they thus constitute a comprehensive set of measures intended to begin the process of regaining policy coherence in the field of the environment and human settlements.

25. The proposed measures are contained in recommendations 11 to 17 and are primarily directed to intergovernmental bodies. Measures calling for action at the secretariat level are complementary, and would underpin intergovernmental action.

26. In recognition of the importance of integrating regional perspectives into the global agenda, recommendation 12 proposes that UNEP regional offices assist Governments in the regions in defining regional priorities reflecting regional needs and promoting their integration in the global agenda. It also proposes that in the implementation of regional priorities, UNEP involve specialized agencies and other institutions, including financial institutions. These proposed measures are consistent with the evolving role of regional offices of UNEP and the Executive Director will further elaborate on the implementation of this recommendation at the next session of the UNEP Governing Council.

27. With respect to Habitat, recommendation 15 (a) proposes that the Executive Director consider ways to build the capacity of the Habitat Centre to implement the Habitat Agenda, in particular by strengthening the normative core activities of Habitat and developing it into a well financed centre of excellence. The implementation of this resolution is central to the currently ongoing development of proposals for the reform and restructuring of Habitat being undertaken by the Executive Director. Concrete proposals and report on progress in this respect will be provided to the next session of the Commission on Human Settlements.

28. The Task Force also noted the importance of the effective use of Global Environment Facility (GEF) resources, and proposed in recommendation 17 that collaboration between the three GEF implementing agencies be intensified. This recommendation will be conveyed to the concerned agencies, and will inform the further development of the UNEP/GEF strategy.

F. Involvement of major groups

29. The Task Force recognized the global trends that imply a growing role for elements outside Governments in actions and decisions affecting environment and human settlements, including the activities of the United Nations system. Agenda 21 was of particular importance in this regard. The Task Force reviewed the experience of international processes, and made a series of proposals in recommendations 18 to 23 at both the intergovernmental and secretariat levels with the intention of facilitating a coherent approach to the need to constructively engage non-governmental organizations and civil society in the work of the United Nations.

30. Recommendations 19, 21, 22 and 23 contain the following proposals for action by the secretariat:

(a) UNEP and Habitat should examine ways of constructively engaging business and industry in their work. This is already an ongoing process in both organizations, and will be strengthened within guidelines established by the respective governing bodies;

(b) UNEP and Habitat, with UNDP, should identify and make provision to meet the needs of southern non-governmental organizations for capacity-building, keeping in mind the importance of networking. Inter-agency consultations are proposed on this issue, among others, to develop a cooperative approach;

(c) UNEP and Habitat should establish a specialized unit to provide non-governmental organizations with necessary information, in collaboration with UNDP, and to ensure that the capacities and contributions of non-governmental organizations are utilized. The Executive Director is currently considering modalities for the implementation of this recommendation in the context of the reorganization of Habitat and UNEP;

(d) Non-governmental organizations should improve collaboration amongst themselves to contribute effectively to the work of UNEP and Habitat, and establish focal points for this purpose;

(e) United Nations agencies involved in environment and human settlements should take steps to enable major groups to participate in their activities and meetings. The Secretary-General, through the Executive Director, will bring this recommendation to the attention of the relevant agencies;

(f) UNEP and Habitat should strengthen their systems of receiving and responding to information from non-governmental organizations, especially on emerging problems, and encourage non-governmental organizations to provide information on new problems.

G. Future initiatives

31. The Task Force, in concluding its work, also considered a number of forward-looking proposals designed to project the process initiated by its report more into the future. On recommendation 24, the Task Force made a number of proposals, including:

(a) The Executive Director of UNEP would undertake wide-ranging consultations in preparation for the next session of the UNEP Governing Council;

(b) These consultations would culminate in a two-day "environment forum" immediately before the next session of the Council, and would include wide representation from Governments and the non-governmental sector;

(c) The Commission on Human Settlements would provide forward-looking perspectives as part of this process, which would also contribute to the preparations for the five-year review of the Habitat Agenda in the year 2001.

32. The Executive Director is currently reviewing modalities for how this process of preparation both for the Governing Council and the Commission on Human Settlements may best be organized, and will be consulting Governments through the Committees of Permanent Representatives of UNEP and Habitat on this issue.

IV. Recommendations for action by intergovernmental bodies

33. In addition to the recommendations for action at the level of the respective secretariats of the United Nations, the Task Force recommended a number of actions to be taken by various intergovernmental bodies. Taken together, it was the view of the Task Force that the totality of its report provided a comprehensive approach to commencing the required reform in the area of environment and human settlements. The actions proposed at the intergovernmental level are an essential component of the overall reform package, and are directly related to the major concern of the Task Force in terms of enhancing the policy coherence and coordinated action by the United Nations system in the field of environment and human settlements.

34. The recommendations requiring intergovernmental action are reviewed briefly below, together with an indication of the appropriate intergovernmental body to which the recommendation is addressed. The Secretary-General supports the recommendations of the Task Force, and considers that their implementation will go a long way in enhancing policy coherence and coordination within the United Nations system.

35. Recommendations for action by intergovernmental bodies are made primarily with regard to environmental and environment-related conventions, intergovernmental forums and involvement of major groups, and are outlined below.

A. Linkages among and support to environmental and environment-related conventions

36. In addition to the various recommendations on which action will be taken by the Secretary-General and the Executive Director and that will lead to proposals to be reviewed at the intergovernmental level, the Task Force (recommendation 2 (c)) proposed that the President of the UNEP Governing Council be invited to consult the presidents of the conferences of parties of selected conventions on arrangements for periodic meetings to address cross-cutting issues arising from the various conventions. The Executive Director of UNEP and the heads of the respective convention secretariats would organize and participate in these meetings, the results of which would be brought to the attention of the UNEP Governing Council and respective conferences of parties.

37. The implementation of this recommendation would be consistent with the mandate of UNEP arising from the nineteenth special session of the General Assembly, and would also facilitate the review of progress achieved by the conventions, as indicated in Assembly decision 52/445 of 18 December 1997.

B. Intergovernmental forums

38. Most of the recommendations of the Task Force in this area are intended for action by intergovernmental bodies, and constitute a comprehensive series of measures designed to enhance coherent and coordinated action at the intergovernmental level on environment and human settlements issues throughout the United Nations system.

39. The proposals include general recommendations to Governments, as well as specific measures to be taken by the General Assembly, the UNEP Governing Council, the Commission on Human Settlements and the Committee of Permanent Representatives to UNEP as a formal subsidiary body of the UNEP Governing Council.

40. Recommendation 11 is rooted in the conviction of the Task Force that Governments must provide consistent guidance to the different intergovernmental organizations in the United Nations system, and recommends that Governments make additional efforts to achieve consistency of national positions in different intergovernmental forums. In this regard, an effective environmental management group mechanism would be invaluable in providing coordinated overviews of activities, plans and policy approaches in various issue areas by concerned United Nations agencies. Modalities for making relevant information from the environmental management group available to intergovernmental bodies will be defined as the group is established.

41. Recommendation 13 proposes significant and important institutional adjustments designed to begin to overcome the fragmented approach to intergovernmental policy-making and provide a forum in which high-level debate on global issues is informed by a comprehensive approach to the international environmental agenda.

42. The Task Force (recommendation 13 (a)) proposes that an annual, ministerial-level, global environmental forum be instituted with a number of important functions. It also proposes that regular biennial sessions of the UNEP Governing Council constitute that forum in the years that it meets, and that in alternate years the forum should take the form of a special session of the Governing Council meeting in different regions of the world and including regional issues on its agenda. The Governing Council of UNEP is a subsidiary body of the General Assembly, and the Secretary-General recommends that action on this proposal be taken by the Assembly at its current session.

43. Recommendation 13 (b) makes a number of very useful recommendations on future agendas of the Governing Council and the structuring and timing of its meetings to enhance coordination with the Commission on Sustainable Development and the conferences of parties of environmental and environment-related conventions. The Executive Director will provide concrete modalities for the consideration of the UNEP Governing Council at its next session for the implementation of these proposals.

44. Recommendation 13 (c) contains an important proposal with significant institutional implications that require the action of the General Assembly at its current session. The Task Force proposes that the membership of the UNEP Governing Council be made universal. The recommendation is made in the context of the increasing importance of global environmental issues that touch on all countries with significant implications for them, and the need for a coordinated policy to those problems and wide participation in those discussions by member countries. This would be consistent with the mandate of UNEP as contained in General Assembly resolution 2997 (XXVII), and would further enhance the coordinating authority of the Council as envisaged by the General Assembly with regard to the development of international environmental policy, which is currently made in a fragmented manner.

45. In recommendation 14, in order to further streamline the functioning of intergovernmental oversight, the Task Force proposes that matters relating to the programme, budget and operations of UNEP and Habitat be reviewed by their respective Committees of Permanent Representatives. In this regard and in the light of the recommendation to establish an annual ministerial forum, the future role of the UNEP High-Level Committee of Ministers and Officials should be considered. The Executive Director will provide a number of options to the Governing Council at its next session in the light of the decisions of the Assembly at its fifty-third session.

46. In support of its recommendation to the Executive Director to build the capacity of Habitat to implement the Habitat Agenda (recommendation 15 (a)) the Task Force proposes in recommendation 15 (b) that the Commission on Human Settlements pay particular attention to its role in monitoring the implementation of the Agenda and take steps to prepare for the review of the Agenda in 2001. The Executive Director will present proposals on these issues to the Commission at its next session, taking into account the outcome of the fifty-third session of the General Assembly. In line with the importance that the Task Force attached to the effective use of GEF resources, it is proposed in recommendation 16 that UNEP's role in providing environmental advocacy, analysis and advice in shaping GEF priorities and programmes be strengthened consistent with UNEP's envisaged role in the GEF instrument and as the lead agency in the United Nations system for environment. Specific proposals in this regard will be presented to the next session of the Governing Council by the Executive Director, and the Council will also be invited to make its recommendations to the GEF Assembly on the strengthened role of UNEP.

C. Involvement of major groups

47. Several recommendations were made by the Task Force on the involvement of major groups that require action at the intergovernmental level, which would be augmented by secretariat actions described above.

48. In recognition of the positive experience of Habitat II at Istanbul, the Task Force proposes that the Commission on Human Settlements consider the establishment of a special status for local authorities. Proposals in this regard will be put before the Commission at its next session by the Executive Director.

49. In recommendation 18 (b), it was also proposed that structured meetings of major groups be organized in conjunction with meetings of the Commission on Human Settlements and the UNEP Governing Council, and that representatives of major groups be accorded the opportunity to formally present their views to these bodies.

50. Recommendation 18 (c) recognizes the valuable experience gained with respect to major groups in the Commission on Sustainable Development process, and proposes that all United Nations agencies encourage participation by major groups, and that the Secretary-General issue general guidelines on these matters. This matter will be considered further in the context of the deliberations of ACC on relations with civil society, including the question of preparation of guidelines.

51. Finally, in recommendation 20 it is recommended that the accreditation process of the Economic and Social Council and other agencies dealing with environment and human settlements be speeded up. This recommendation will be conveyed to the relevant bodies by the Secretary-General.

V. Conclusion

52. It is the view of the Secretary-General that the report of the United Nations Task Force on Environment and Human Settlements constitutes an important step, both in the overall process of United Nations reform and in undertaking the urgent adjustments required in the international system to tackle the pervasive and serious threats to the global environment and decisively move the process of urbanization in a sustainable direction.

53. This is, however, the beginning of a process. The positive consideration of these recommendations by the General Assembly will allow the commencement of a process that can bring substantial gains to the international community in future and allow it to have institutions at its service that are capable of addressing the immense challenges of the future.